

**Berkeley** PUSHES THE BOUNDARIES OF KNOWLEDGE, CHALLENGES CONVENTION AND EXPANDS OPPORTUNITY TO CREATE THE LEADERS OF TOMORROW.

**ONE IT** A community of IT professionals who work together to provide the tools, data, and infrastructure the campus needs to continue to grow as the world's greatest public research university.

**Key Strategies from Berkeley's 10-Year Vision**

Berkeley empowers engaged thinkers and global citizens to change our world.

Berkeley focuses on the good to address society's great challenges.

Berkeley embraces the California spirit: diverse, inclusive, entrepreneurial.

**One IT Goals to Support Campus Strategies**

**G1** Provide all students the essential tools and data they need to be engaged thinkers and global citizens.

**G2** Develop the research technology infrastructure needed to address society's great challenges and to share knowledge for the public good.

**G3** Create a diverse and inclusive community of IT professionals who are trusted and strategic partners with the campus, alumni, and the public.

**IT Priority Initiatives for FY 24:**

- Next-Generation Classroom Technology
- Support Collaboration and Undergraduate Research on the DataHub
- Enhance Printing Support for Students
- Update Library Student Technology Services

**IT Priority Initiatives for FY 24:**

- Improve Services for Researchers Working with Data
- Support Growth in Computation for Research

**IT Priority Initiatives for FY 24:**

- Expand Digital Accessibility
- Gender Recognition and Lived Name Policy
- Berkeley IT Culture Champions

**Campus Foundational IT Priorities**

**G4** Sustain the IT foundation for campus faculty, staff, students, and alumni. Improve campus IT systems and infrastructure through innovation, sustainable funding, campus governance, and organizational evolution. Support all One IT goals and campus strategies above.

**IT Priority Initiatives for FY 24:**

- Data Center and Colocation\*
- Network User Experience Improvement
- Berkeley Desktop and Security Improvements\*
- Information Security Policy (IS-3)
- IT Recovery (IS-12)
- Epic Implementation
- Improve Campus Safety Technology



# One IT Strategic Goal 1

Provide all students the essential tools and data they need to be engaged thinkers and global citizens.

## Next-Generation Classroom Technology

Enrich the student experience and enhance future classroom instruction with improved A/V functionality, enhanced instructor usability, and flexibility for lecture-based and active learning environments that are responsive and support collaboration and interdisciplinary work. **Lead: Research, Teaching, and Learning**

### Key Measures of Success

- Updated classroom A/V designs for small (50 or fewer) and large classrooms developed using metrics and feedback from the last two years; this will build on the existing strategy of classroom refresh and course capture expansion to enhance general assignment (GA) learning spaces.
- Two or three A/V system templates developed that are publicly accessible based on departmental space consultations and the updated classroom A/V designs for general consumption; this includes a non-technical description of the system and functionality, a sample design drawing, and a sample parts list that will enable other campus departments' ability to enhance their learning spaces.
- A Community of Practice created around supporting technology in learning spaces to support departmental staff, reduce duplication of work, and build better practices.

## Support Collaboration & Undergraduate Research on the DataHub

Support research and foster community around Berkeley's JupyterHub instance (DataHub), research, and technology by launching a pilot program intended to explore the capabilities and resources needed. Enable instructors or group leads to build more engaging assignments, leverage new teaching methodologies, and allow students to work in shared computing environments (similar to Google Suite) by developing Real-time Collaboration (RTC) and shared accounts within DataHub. Lessons from the pilot will be incorporated before expanding the program more broadly. **Lead: Computing, Data Science, and Society | Partner: Research, Teaching, and Learning**

### Key Measures of Success

- bCourse groups used to define RTC authorization and help with general course or group resource management created and deployed.
- An instructor or group lead identified to test the feature and RTC deployed on a hub for an academic term.
- Resolvable issues or showstoppers identified, documented, and resolved by the Jupyter developer teams.
- RTC deployed on multiple hubs before end-of-year, after identified technical and security constraints are resolved.

*\*These items are dependent on Campus Funding Support*

# Enhance Printing Support for Students

Provide students with expanded access to printing by implementing self-service print kiosks across campus and maintaining services for student printing in the Library and the Law School. **Co-Leads: Berkeley IT - Campus IT Experience (Student Affairs IT) and Library IT**

## Key Measures of Success

- Ten to twelve self-service printing kiosks implemented in campus locations with a high volume of students.
- Support of the Pharos printing service for students in all Library locations and the Law Library by transitioning the service from Student Affairs IT to the Library.

# Update Library Student Technology Services

Ensure continuity of technology services (computers, printers, scanners, microfilm machines, etc.) in all library locations and improve the user experience based on available services as space changes are implemented.

**Lead: Library IT**

## Key Measures of Success

- Technology updates to reduce, remove, or redistribute technology equipment completed based on usage and need at various Library locations controlled by Library mergers and updated location hours.
- Staff computing devices migrated to new locations dependent on long-term space plans.
- An accurate and updated inventory of all the Library technology devices in use and devices decommissioned completed during these mergers and changes.



## One IT Strategic Goal 2

Develop the research technology infrastructure Berkeley needs to address society's great challenges and to share knowledge for the public good.

# Improve Services for Researchers Working with Data

Establish a common framework and methodology to understand storage characteristics and assess risk to research data, which allows both campus and investigators to place a value on that data, and for "one conversation held multiple times" (rather than a series of disparate conversations). Ultimately this will enable us to develop a campus storage strategy. **Lead: Research, Teaching, and Learning | Partners: Berkeley IT - Campus IT Experience; and Berkeley IT - Campus IT Infrastructure**

*\*These items are dependent on Campus Funding Support*

## Key Measures of Success

- Complete and implement a common framework and methodology.
- Conversations around research data risk and storage needs simplified to reduce the time for all parties to get to a solution.
- Information collected used to inform campus storage strategy planning.

# Support Growth in Computation for Research

Develop ways to leverage common resources to enable researchers in the College of Engineering to effectively plan, procure, and access computational resources, including traditional High-Performance Clusters (HPC), GPU computing, and access to tools such as DataHub. This project will serve as a blueprint for overall campus goals in power planning, as well as the Data Center Evolution Initiative. **Lead: Engineering IT | Partners: Berkeley IT - Campus IT Infrastructure; Berkeley IT - Strategy & Partnerships; Computing, Data Science, and Society; and Research, Teaching, and Learning**

## Key Measures of Success

- Increased use of common tools and services, including Savio, DataHub, and cloud providers.
- An effective and simplified governance for researchers to select the best resources to meet their research computational needs.
- Increased demand for GPUs by researchers is met while balancing energy constraints.



## One IT Strategic Goal 3

Create a diverse and inclusive community of IT professionals who are trusted and strategic partners with the campus, alumni, and the public.

# Expand Digital Accessibility

The Digital Accessibility Program fosters inclusivity, ensures legal compliance, and enhances the digital experience for the campus community by pursuing work to meet WCAG Standards and accessibility policies; ensuring adherence to the Department of Justice consent decree obligations for publically available audio, video, and websites on the berkeley.edu domain and its subdomains; developing reporting; conducting training; and meeting auditor recommendations. **Lead: Berkeley IT - Campus IT Experience | Partners: Berkeley Law IT; Letters & Science IT; Cal Performances; and University Development and Alumni Relations**

## Key Measures of Success

- FY24 Consent Decree deadlines met, including providing training, guidance, and reporting as well as supporting the adoption of recommendations from its own evaluations and those of the external auditor.
- Content owners and contributors at UC Berkeley have made their publicly available audio and video

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published since Dec. 2022 conform to WCAG 2.0 AA by Sept. 2, 2023.

- Content owners and contributors on berkeley.edu domain and subdomains have ensured they are applying training, evaluation, plus remediation guidance and support to ensure their websites are conformant to WCAG 2.0 AA by June 2, 2024.

## Gender Recognition & Lived Name Policy

Ensure the ability to indicate one's lived name and select from appropriately representative gender options — woman, man, and nonbinary — on university-issued documents and information systems, and create an efficient process for current employees and UC affiliates to retroactively amend their gender designations and lived names on university-issued documents, including eligible academic documents and in information systems. **Lead:** *Berkeley IT - Campus Applications & Data* | *Partners: Berkeley IT - Campus IT Experience (Student Affairs IT); Berkeley IT - Information Security Office; Engineering IT; Summer Sessions, Study Abroad, Lifelong Learning, and Extension; and University Development and Alumni Relations*

### Key Measures of Success

- All university information systems have at least three equally recognized gender options — woman, man, and nonbinary.
- Any individual entering into an academic or professional relationship with the UC can indicate a lived name to be used in the UC system in all settings and situations that do not require a person's legal name.
- An efficient process is in place for current students, faculty, and staff, and for UC alumni and affiliates, to retroactively amend their gender designations and lived names on university-issued documents, including eligible academic documents, and in information systems.

## Berkeley IT Culture Champions

Advance Berkeley IT DEIB+ work forward by developing and implementing a program to create a team of advocates, co-conspirators, and interns that will learn the meaning and foundations of DEIB+, help create a curriculum and training specific to their unit, and implement skills and techniques to foster a diverse community where all are welcomed. **Lead:** *Berkeley IT - People, Performance & Culture*

### Key Measures of Success

- Unit-specific DEIB+ projects developed and implemented.
- Frameworks to support consistent communication between interns, intern supervisors, Action Team, and Berkeley IT Executive Leadership created.
- Models to increase collaboration across units and teams and encourage organizational culture shifts and modeling of new systems through a DEIB+ lens developed.

*\*These items are dependent on Campus Funding Support*





# One IT Strategic Goal 4

Sustain the IT foundation for campus faculty, staff, students, and alumni.

## Data Center Evolution\*

Implement short and medium-term solutions to ensure Berkeley can accommodate growing research computing demands linked to interdisciplinary trends (such as the rise of data science and the explosion of computational work). Continue to attract and retain faculty researchers and mitigate concerns about the rapidly increasing cost of power and capacity constraints within the Earl Warren Hall Data Center. This project is critical to our ongoing work to support research on Campus. **Co-Leads: Berkeley IT - Campus IT Infrastructure and Berkeley IT - Strategy & Partnerships** | **Partners: Berkeley IT - Campus IT Infrastructure; Berkeley Law IT; Berkeley Public Health; Computing, Data Science and Society, Research, Teaching, and Learning (Research IT)**

### Key Measures of Success

- Usable power capacity in Earl Warren Hall increased by 250kW.
- Off-site colocation provider selected and work to build out networking and related security in the facility started.
- Servers located in Earl Warren Hall and on campus moved or created virtually in bCloud.
- Preparatory work to move bCloud (which includes centrally managed administrative systems) to the Public Cloud (AWS) completed.

## Network User Experience Improvement

Support access to information, online learning, collaboration, administrative efficiency, innovation, research, and student engagement by continuing to modernize and improve the stability, usability, capability, and capacity of various network services, including Core and Building networking, Wi-Fi Infrastructure, Wi-Fi Device Connectivity, Campus Firewall, and Campus VPN. **Lead: Berkeley IT - Campus IT Infrastructure** | **Partners: Berkeley IT - Campus Experience (Student Affairs IT); Research, Teaching, and Learning**

### Key Measures of Success

- Core network upgraded to 100Gb/s, with 100Gb/s in prioritized buildings.
- Wi-Fi systems architecture modified to increase Wi-Fi bandwidth, scalability, and resiliency.
- Wi-Fi upgraded and maintained by redesigning, recabling, and replacing equipment to address performance issues and aging equipment.

*\*These items are dependent on Campus Funding Support*

# Berkeley Desktop Improvements

Identify and implement improvements that maximize the adoption of Berkeley Desktop by enhancing endpoint user experience and security (Endpoint Security Detection & Response (EDR))\* , and streamlining user support.

**Co-leads: Berkeley IT - Campus IT Experience; Berkeley IT - Campus IT Infrastructure; and Berkeley IT - Information Security Office**

## Key Measures of Success

- Security for Berkeley Desktop users increased by adding disk encryption capability.
- Usability and user experience options identified to improve the Berkeley Desktop.
- Processes and workflows developed and implemented to provide clearer and more streamlined procurement and provisioning, including guidelines that increase adoption of the Berkeley Desktop and enable the campus to continue to obtain risk insurance.
- Endpoint Detection & Response Software rolled out to address IS-3 security requirements.

# Information Security Policy (IS-3) Implementation

Continue to integrate UC's Electronic Information Security Policy (IS-3) requirements and principles into Berkeley's existing information security program by increasing awareness of roles and responsibilities and implementing changes to IT systems and procedures across a broad set of campus units to protect sensitive data, comply with regulations, plus safeguard intellectual property and research integrity. **Lead: Berkeley IT - Information Security Office** | **Partners: Berkeley IT - Campus IT Infrastructure; Berkeley Law IT; Berkeley Public Health; Computing, Data Science, and Society: I School; Environment, Health & Safety IT; Facilities Services IT; Haas Technology Solutions; Letters & Science IT; Library IT; Social Welfare; Summer Sessions, Study Abroad, Lifelong Learning, and Extension; University Development and Alumni Relations; Vice Chancellor Research Office**

## Key Measures of Success

- Initial onboarding and required reviews of IS-3 Implementation completed (as needed/per partner).
- Recommendations from IS-3 onboarding and/or reviews addressed and any Unit Information Security Plan reviews completed (as needed/per partner).
- Continued iterative implementation and demonstrated incremental improvement of compliance with IS-3 policies in services and systems.
- Ongoing rollout of operational Unit review schedule and annual metrics completed (at the campus program level).

*\*These items are dependent on Campus Funding Support*

# IT Recovery (IS-12)

Ensure campus departments and units have appropriate resources and plans in place to recover institutional information and IT resources in the event of an unavoidable or unforeseen disaster, whether natural or human-made. **Lead: Berkeley IT - Campus IT Infrastructure** | **Partners: Berkeley Law IT; Berkeley IT - Campus Applications & Data; Computing, Data Science, and Society: I School; Environmental Health & Safety; Facilities Services IT; Optometry IT; School of Social Welfare; Summer Sessions, Study Abroad, Lifelong Learning, and Extension; University Development and Alumni Relations; Vice Chancellor Research Office**

## Key Measures of Success

- Onboarding of all units surveyed between Feb. 2022 and June 2023 completed.
- Ongoing operational and exception processes finalized.
- Annual testing and ongoing operations have begun.

# Medical Record System Implementation

Improve operational efficiencies, maintain compliance, decrease the costs of patient care, and securely share patient charts with other providers by moving to Epic electronic medical record system (EMR) instances at UC Davis Health Center and UCSF. **Co-Leads: University Health Services IT and Optometry IT**

## Key Measures of Success

- UCHealth Hosting Partners established.
- One-time and ongoing project costs and secure funding identified.
- Projects launched before the end of 2023.

# Improve Campus Safety Technologies

Achieve a vision of safety in which all members of the community feel welcomed, respected, and protected from harm. Several One IT Partners have priorities to improve campus technology systems that work to increase community safety. As part of our commitment to campus and community safety, multiple systems and/or applications are being evaluated, migrated, or replaced over the next several years. **Lead: Berkeley IT - Campus IT Infrastructure** | **Partners: Office of Ethics, Risk and Compliance Services; Environment, Health & Safety IT**

## Key Measures of Success

- CITI - Changes to building security access and security video systems implemented that enable effective and efficient management of these campus physical security systems.
- CITI - Network and communications infrastructure, including pathway, fiber, cabling, and equipment necessary to provide modern, secure, robust services executed.

*\*These items are dependent on Campus Funding Support*



- OERCS - Enhancements to the current Everbridge "Warn Me" emergency notification communications platform completed to increase "opt-in" capabilities and review mandatory acceptance of Warn Me Notifications.
- EH&S - Core applications that support campus safety programs with Risk and Safety Solutions (UCOP) integrated to reduce duplicative effort.
- CITI - Map and ensure the reliable functioning of Campus Blue Light Emergency Phones.

The following 32 campus units have shared their top department IT-related priorities and are helping to lead One IT work on campus. See all priorities beginning on page 10.

- |   |   |
|---|---|
| 1. Berkeley IT - Business Operations  | 18. Haas Technology Solutions   |
| 2. Berkeley IT - Campus Applications & Data                                   | 19. Letters & Science IT (L&S)  |
| 3. Berkeley IT - Campus IT Experience ( <i>including Student Affairs IT</i> ) | 20. Library IT  |
| 4. Berkeley IT - Campus IT Infrastructure                                     | 21. Office of Ethics, Risk and Compliance Services                            |
| 5. Berkeley IT - Information Security Office                                  | 22. Optometry IT  |
| 6. Berkeley IT - People, Performance & Culture                                | 23. People and Culture  |
| 7. Berkeley IT - Strategy & Partnerships                                      | 24. Public Affairs  |
| 8. Berkeley Law IT  | 25. Research, Administration, and Compliance (RAC)                            |
| 9. Berkeley Public Health (BPH)   | 26. Research, Teaching, and Learning (RTL)                                    |
| 10. Berkeley Regional Services (BRS)  | 27. School of Journalism  |
| 11. Cal Performances  | 28. School of Social Welfare  |
| 12. Computing, Data Science, and Society (CDSS)                               | 29. Summer Sessions, Study Abroad, Lifelong Learning, and Extension (SSALLEX) |
| 13. Demography  | 30. University Development and Alumni Relations (UDAR)                        |
| 14. Engineering IT  | 31. University Health Services IT (UHS)                                       |
| 15. Environment, Health & Safety IT (EH&S)                                    | 32. Vice Chancellor Research Office (VCRO)                                    |
| 16. Facilities Services IT  |   |
| 17. Goldman School of Public Policy (GSPP)                                    |   |

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ONE IT - FY24 IT Departmental Priorities

Berkeley Law			
1	Admissions Platform Upgrade	Onboard a new admissions platform from the nationwide Law School Admissions Council (platform used by all law schools for admission)	Goal 4: IT foundation
2	Executive Education Support	Assessment and deployment of a new system (maybe multiple systems) for powering and growing the Law Executive Education program	Goal 1: Essential tools and data for all students
3	Accessibility Initiative	Review and update our web facing services and content to meet or exceed campus accessibility standards	Goal 4: IT foundation
4	Security, Privacy & Compliance	Work through recommendations from IS-3 review and complete departmental Information Security Management Program reviews. Now including IS-12	Goal 4: IT foundation
5	Legacy Retirement	Finalize shutdown of all EOL and extended life server systems currently in use	Goal 4: IT foundation
Berkeley Public Health			
1	Build community across the School	Convene a group of Berkeley Public Health stakeholders who have insight to IT across teaching and learning, research, administration, student support, and operations. Collaborate with existing BPH Teaching Town Halls on Instructional Design. Form a community of practice for people whose work involves IT functions in support of BPH.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
2	Assess the IT landscape at the School	Gather information from BPH community members about their IT experience via surveys and existing resources (e.g., student exit surveys) and share with campus IT partners and school administrators.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
3	Improve guidance for incoming community members	Improve guidance (FAQs, lists of resources, and contact people) for incoming faculty, academics, researchers, staff, and new lab members in terms of updating existing materials (staff and faculty onboarding).	Goal 2: Research cyberinfrastructure
4	Year 1 of IS-3 implementation	Perform initial onboarding and complete the first annual review of IS-3 Implementation	Goal 4: IT foundation
5	Improve IT support for labs and off-campus research groups	Develop information and resources for research labs, especially those located off campus and outside the primary BPH locations who have unique challenges.	Goal 2: Research cyberinfrastructure
Berkeley Regional Services			
1	Update GSR Hiring Smartsheet for UAW Contract	Build functionality to send appointment letters to GSRs under the requirements of the new UAW contract.	Goal 2: Research cyberinfrastructure
2	ERSO GSR System Enhancement	Due to the requirements of the UAW contract, the ERSO GSR system was recently enhanced. New automations have been developed to facilitate the distribution of offer letters, custom pay rules by department have been developed to ensure compliance with the contract, new processes created to allow for the new fellow/trainee titles and mass action functionality to streamline UCPATH and SIS entries have been developed. Lastly, we've removed the necessity for GSAOs to manually enter data which will save hundreds of administrative hours throughout the region.	Goal 2: Research cyberinfrastructure
BIT - Business Operations			
1	Data Center and Cloud Strategy Financial Models	Develop financial models for the Data Center and Cloud Strategy effort including an analysis on incentives/subsidy models.	Goal 4: IT foundation
2	Track department lead critical projects	Develop & implement a process to track department led critical projects so that leadership has visibility into bIT's critical efforts	Goal 4: IT foundation
3	Project tracking for approved funding requests	For all approved FY24 funding requests, develop project tracking process including stakeholder review meetings. These may be incorporated into the existing Quarterly Management Reviews (QMRs).	Goal 4: IT foundation
4	Update bIT Strategic Supplier Executive Dashboard	Consistent improvement in the product and aids in identifying actionable windows for effective engagement with the most important strategic agreements and suppliers.	Goal 4: IT foundation
5	FY25 Self Certifications - Recharge	Working with service providers create FY25 recharge rates and submit self certifications to campus.	Goal 4: IT foundation

ONE IT - FY24 IT Departmental Priorities

6	bIT Billing: TelCat Knowledge Base Refresh	KB articles to customers are out-of-date and could use a refresh with new screenshots. These areas are: Funding Change, Name Change, Access Rights, CalAnswers Recharge Reporting.	Goal 4: IT foundation
7	FY25 Budget Submission	Facilitate the FY25 budget submission with Berkeley IT leadership.	Goal 4: IT foundation
8	Apptio Finance Dashboard	Create a dynamic financial dashboard reflecting Berkeley IT financial position.	Goal 4: IT foundation
<b>BIT - Campus Applications &amp; Data</b>			
1	Implement IS-12 Business Continuity	During the last half of FY23 we'll be identifying our detailed disaster recovery and business continuity plans. For FY24 we'll need to make improvements and test these plans.	Goal 4: IT foundation
2	Governance Support (all CAD)	Reserve capacity for governance support work, including fit/gap assessments, research/presentations, team / service representation, workgroups, and responding to strategy & priority outcomes.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
3	IT Service Management Roadmap	Advance goals to build and support a culture of effective and efficient IT services for the campus. Includes community development, process maturity, and ServiceNow platform improvements.	Goal 4: IT foundation
4	Gender Recognition and Lived Name (all CAD)	Support implementation of the UC-wide Gender Recognition / Lived Name policy across all Berkeley IT systems.	Goal 1: Essential tools and data for all students
5	CCMS (Comprehensive Curriculum Management System)	The university requires a Comprehensive Curriculum Management System (CCMS) that will eliminate blind spots related to course prerequisites, student assessments, course formats, etc and can integrate as natively as possible with other university systems so the information can be readily available.	Goal 4: IT foundation
6	Continuous Integration (CI), Continuous Delivery (CD)	Identify and implement a Continuous Integration and Continuous Delivery (CI/CD) best in class solution that meets the requirements for CAD Application Delivery and CAD AdminIT teams, and that could potentially be offered as a service to Campus. Also, identify and implement a CI/CD solution for Data Solutions' AWS API Gateway and Data Lake.	Goal 4: IT foundation
7	SIS Capacity Planning	Work to develop and publish SLA's regarding SIS' operations and project capacity to share with campus partners. This will also include initial scoping around an elevated process for intake re: new/unfunded/mandated work.	Goal 1: Essential tools and data for all students
8	Data Lake expansion	Add new data sets, e.g., Canvas learning management system data, Student data for UDAR; and expand EDL services to enable efficient, secure data sharing, as well as introduce AI/ML capabilities	Goal 1: Essential tools and data for all students
9	API Central modernization	Provide ongoing continuous improvement of the API Central developer portal web application, including new features and UI revisions.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
10	Cal Answers major upgrade	Perform major Cal Answers upgrade to Oracle Analytics to better support campus analysts, including access to an expanded set of visualizations, the opportunity to integrate external data sources and AI/machine learning capabilities.	Goal 1: Essential tools and data for all students
<b>BIT - Campus IT Experience</b>			
1	WCAG and Training, Evaluation, Remediation (WATER)	Meet deadlines for the Department of Justice consent decree for audio and video, websites on berkeley.edu and its subdomains, reporting, training, and auditor's recommendations.	Goal 4: IT foundation
2	Secure File Sharing - P4	Provide a service to share sensitive data securely.	Goal 4: IT foundation
3	2.0 Web Platform	Upgrade the Open Berkeley platform from Drupal 7 to Drupal 9.	Goal 4: IT foundation
4	Box / Google Cost Containment	Continue to contain costs in Box and Google by reducing usage and providing clear guidance about appropriate use of the platforms.	Goal 4: IT foundation

ONE IT - FY24 IT Departmental Priorities

5	Implement Athletics Wide use of Wasabi Cloud NAS	Athletics IT in conjunction with central Storage team will implement Wasabi Cloud NAS as an extension to our on prem storage to support the storage growth curve with regard to Video files.	Goal 4: IT foundation
6	Increase Equity in Student Technology Experience	- Transition STEP to streamlined inventory management software and application process. Implement at-time-of-admission notification system for admits eligible for STEP. - Lead Student Affairs in ensuring that systems meet GRLN requirements.	Goal 1: Essential tools and data for all students
7	CITE Strategic Vision Building	We are working to develop the identity and mission for Campus IT Experience as a unit. Through this effort, we plan to have a clear and easy to articulate mission statement to socialize with campus partners and customers. This will also be used as a tool to drive future priorities and strategic initiatives.	Goal 4: IT foundation
8	ITCS Strategic Workstreams Initiative	We are working to determine the next evolution of IT Client Services. This process includes a full SWOT analysis with all teams, the development of long term priorities, and the establishment of high level Workstreams to help guide top priorities going forward.	Goal 4: IT foundation
9	Implement Student Printing Kiosks	Implement self-service print kiosks for students	Goal 1: Essential tools and data for all students
<b>BIT - Campus IT Infrastructure</b>			
1	Campus IT Infrastructure Daily Operations Delivery	Meet expectations on service requests and incidents from campus stakeholders to provision service and to resolve issues with existing, defined services.	Goal 4: IT foundation
2	Network User Experience Improvement	Support access to information, online learning, collaboration, administrative efficiency, innovation, research, and student engagement by continuing to modernize and improve the stability, usability, capability, and capacity of various network services, including Core and Building networking, Wi-Fi Infrastructure, Wi-Fi Device Connectivity, Campus Firewall, and Campus VPN.	Goal 4: IT foundation
3	Campus IT Infrastructure Systems Improvements and Optimization	Implement changes that maintain and improve the performance, resiliency, and security of campus infrastructure systems including Data Center, Network, Voice, Campus Security, Windows and Unix systems, Virtual Servers, On-prem and Public Cloud, Citrix, Storage, Backup, Database, and Endpoint systems. This includes continuous improvement of existing services, as well as potential development of new services that meet campus demand for IT infrastructure services.	Goal 4: IT foundation
4	Data Center / Cloud Strategy & Roadmap	Deliver onsite, offsite, and cloud project milestones that improve the utilization of existing on-prem facilities (including server and application virtualization utilizing bCloud services), prepare for moving equipment to offsite colocation facilities, and support increased self-service in the use of public cloud (AWS, GCP, and Azure) with improved Cloud Management tools. Develop backup options for researchers.	Goal 4: IT foundation
5	Communication & Network Infrastructure in New Building Construction	Implement network and communications infrastructure, including pathway, fiber, cabling, and equipment necessary to provide modern, secure, robust services including Wi-Fi, telephony, and device network connections in classrooms, labs, student housing, and campus administrative spaces. Prioritize based on campus identified critical projects.	Goal 4: IT foundation
6	Campus IT Infrastructure UC Policy Compliance	Continue iterative implementation of compliance with IS-3 and IS-12 policies in CITI services and systems. IS-3 Projects include endpoint detection and response, logging, Active Directory and Windows Environment security enhancements, and changes required for compliance of systems on-prem, at offsite colocation, and public-cloud. IS-12 projects include implementation of improvements to close gaps identified in FY23 assessment.	Goal 4: IT foundation

ONE IT - FY24 IT Departmental Priorities

7	Unified Communications Strategy & Roadmap	Develop concrete next steps for the evolution of campus voice communications infrastructure and systems, including the campus PBX / VOIP service, ACD/Call Center systems, voice mail, analog telephony, E911, and possible integrations with videoconferencing and messaging/chat/texting services.	Goal 4: IT foundation
8	Campus Safety IT Infrastructure Improvements	Implement changes to building security access and security video systems that enable effective and efficient management of these campus physical security systems. Projects include security / fire alarm migration, and security / video server virtualization.	Goal 4: IT foundation
9	Berkeley Desktop Improvements	Identify and implement improvements to maximize the adoption of Berkeley Desktop, providing improved endpoint user experience, security, and support for campus faculty and staff.	Goal 4: IT foundation
10	Staff Development and Healthy Work Environment	Engage with staff to promote professional development and to continuously identify and implement shared values in how we interact and work with each other, fostering a work environment that staff feel is welcoming, inclusive, has the right work/life balance, and enables them to do their best work.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
<b>BIT - Information Security Office</b>			
1	Extend Security Services to Cloud and Data Center	Extension of Prisma threat detection, logging, monitoring, and alerting security services that cover MSSEI and IS3 policy requirements for P4 systems into the three major Cloud platforms (Google, AWS, and Azure)	Goal 4: IT foundation
2	Endpoint Detection and Response (EDR) Agent Deployment Phase 4	Rollout of agents to all centrally managed devices which will enable real time investigations of ongoing security events	Goal 4: IT foundation
3	Gender Recognition and Lived Name - ISO Specific Work	Modifications to CalNet systems and tools (including LDAP and the Public Directory) to support UC GRLN Policy on the collection and display of Sexual Orientation, Gender Identity, and Lived Name	Goal 1: Essential tools and data for all students
4	Centralized Campuswide Access Management - Assessment and Project Proposal	Conduct an Identity and Access Management assessment to better understand the current state of AM across the University.	Goal 4: IT foundation
5	IS-3 Implementation Project	1. Complete initial roll out of IS-3 Unit onboarding project across campus academic and administrative units 2. Develop ongoing program of review 3. Refine metrics and reporting 4. Ongoing UISL engagement.	Goal 4: IT foundation
6	Venminder Implementation	Implementation of a supplement to the Security Office's Vendor Assessment service.	Goal 4: IT foundation
7	Cybersecurity Metrics Roadmap	Develop cybersecurity metrics to communicate the current state of information security programs across the campus. Includes: - Metrics to compare cybersecurity across Units - Roll up campuswide cybersecurity reporting to senior leadership - Reporting metrics to UCOP for consolidation and presentation to UC Regents	Goal 4: IT foundation
8	Information Security Policy Development	1. MSSEI campus review 2. Consolidated Acceptable Use Policy 3. Update Protection of Computerized Personal Information Policy 4. Ongoing development/update of MSSEI implementation Info 5. Retire NAT Policy	Goal 4: IT foundation
<b>BIT - People, Performance, and Culture</b>			
1	Coaching, Consultation, and support	The PPC team provides coaching, consultation, and support to staff at all levels of the organization.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners



ONE IT - FY24 IT Departmental Priorities

2	Berkeley IT Culture Champions	Advance Berkeley IT DEIB+ work forward by developing and implementing a program to create a team of advocates, co-conspirators, and interns that will learn the meaning and foundations of DEIB+, help create a curriculum and training specific to their unit, and implement skills and techniques to foster a diverse community where all are welcomed.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
3	Employee engagement and retention	Assess and monitor staff engagement; conduct baseline staff engagement survey; communicate results; identify key areas of focus; develop strategies to improve engagement.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
4	Compensation Equity	Develop a clear compensation philosophy for Berkeley IT, particularly related to: (1) how positions are valued; (2) how hiring salary ranges are determined; (3) how starting salaries are set; (4) how internal equity is assessed and implemented. Once this work is completed, will need to be reassessed periodically to ensure it is still appropriate.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
5	Job architecture and organizational design	Job architecture and organizational design involves looking at our job structure, job catalogue, job leveling, classification/titling conventions, salary grades, career paths, and equitable compensation based on how a job is valued. Assess and align job titles, competencies, and levels within bIT job families. Note this priority is related to compensation equity, but separate an apart. The compensation equity priority is more about the philosophical approach (building blocks to how this priority is operationalized).	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
6	PPC processes and workflows	Improve PPC processes and workflows (e.g., SAF 2.0; developing key data metrics; revising and improving PPC dashboard, improve process documents, checklists, web presence and guides). HR/UCPATH Data Integrity and Compliance - ensure that all HR data in UCPATH are correct, accurate and reliable (e.g. ERC Code, Location Codes (represented staff), etc)	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
7	Staff training and development (Professional Learning and Career Pathways)	Develop a roadmap to requested training opportunities by leveraging PPC, UCB centers of excellence, LinkedIn Learning, and vendors	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
8	Staff training and development (DEIB)	Continue DEIB speaker series that was launched in FY 23; collect metrics and feedback to evaluate what is working. Partner/collaborate to identify other opportunities for DEIB development opportunities.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
9	Staff recognition programs	Assess and revamp employee recognition efforts. This includes cleaning up existing processes/workflows, as well as designing and implementing new recognition efforts (e.g., non-monetary recognition; staff recognition/awards; tracking and recognizing service awards within bIT)	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
10	Recruitment Processes	Update recruitment materials on internal website; provide training and resources specifically for bIT managers; ensure that a truly standardized interview process is used for recruitments; design the recruitment process using validated best practices and with the candidate experience in mind (retention starts with recruitment)	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
<b>BIT - Strategy &amp; Partnerships</b>			
1	2023 UC Tech Conference	Host the 2023 UC Tech conference. Plan all aspects of the event, including programming, speaker selection. all communications and marketing related items, and logistics for the conference.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
2	Berkeley Strategic Infrastructure Roadmap	Establish a foundational multi-year infrastructure roadmap suitable to meet campus administrative, academic and research data needs (including network, cloud, data center).	Goal 4: IT foundation



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3	Onboard and Stewardship of new CIO	Create and provide collateral to assist in accurately and quickly acclimating the new CIO to Berkeley when they are hired. Items will include history, orientation and updates on critical projects, One IT Community, Strategic Planning process, etc.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
4	Campus IT Policy Program	Develop the foundation for a bIT Policy Program with clear and rational frameworks, processes and methodologies for policy development, revision, recision, and evaluation. Transition policies overseen by ISO to bIT.	Goal 4: IT foundation
5	IT Governance 3- Year Maturity Model	Develop and socialize an aspirational model for IT governance from FY 24-FY27	
6	Agile Collaborative Teams program	Pilot the new ACTs model, focused on the Berkeley Managed Desktop	Goal 4: IT foundation
7	Berkeley IT Services Roadmap	In partnership with the Berkeley IT Executive Directors and their teams, outline a roadmap for Enterprise-wide applications and software replacements.	Goal 4: IT foundation
8	Berkeley IT Architecture Review	In partnership with the Berkeley IT Executive Directors and their teams, implement the v2 Architecture Review Board (ARB) and focus on establishing agreed-upon authoritative rules for bIT infrastructure and architecture, and the process for governing these via ARB.	Goal 4: IT foundation
9	IT Governance Systems and Business Capabilities Map	Generate a "heat map" of systems and UC Berkeley business capabilities and services supported by IT governance stewardship	Goal 4: IT foundation
10	Berkeley Strategic Unified Communications Recommendations	Establish an assessment and future recommendations for campus unified communications.	Goal 4: IT foundation
<b>Cal Performances</b>			
1	Event Management System Upgrade	Migrate current Event/Venue system to a new platform.	Goal 4: IT foundation
2	Ticketing/Relationship Mgmt System Full Release Upgrade	Upgrade Tessitura to new Release	Goal 4: IT foundation
3	Improve on-boarding/account provisioning	Identify and improve current onboarding and account provisioning process	Goal 4: IT foundation
4	Upgrade current workstations	Develop a roadmap to upgrade current workstations and devices	Goal 4: IT foundation
5	Improve support for hybrid workforce	Create hoteling workstations and hybrid meeting rooms	Goal 4: IT foundation
6	Improve Campus Tickets Website Accessibility	Insure website meets WCAG standards and UC Policy. <a href="https://tickets.berkeley.edu">https://tickets.berkeley.edu</a>	Goal 4: IT foundation
7	Isolating voice traffic with credit card information from campus network	Berkeley IT Voice Services wants to outsource PCI compliant voice communications, and retire on-prem system	Goal 4: IT foundation
8	Further developing recording and streaming capabilities.		Goal 4: IT foundation
9	Migrating files in personal storage ("My Drive") to share folders managed by SPAs	Improve implementation of Google Drive for better overall management and document retention	Goal 4: IT foundation
10	Migrate credit card payment processing to Tessitura Business Solutions		Goal 4: IT foundation
<b>Computing, Data Science, and Society</b>			
1	Statistics: Add real-time collaboration (RTC), shared account, and support for bCourse group membership to DataHub, initially through the Stat 159 hub.	RTC and shared accounts will enable students to work collaboratively in Jupyter servers. They can work in shared computing environments, much in the same way people can work collaboratively in a Google Doc. bCourse groups will define RTC authorization, and will also help more generally with course resource management.	Goal 1: Essential tools and data for all students

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2	Statistics: Improve security of JupyterHub on research clusters	Sandbox services launched within jupyter single user servers on departmental HPC clusters by launching them within user and network namespaces. This blocks access to applications that listen on local ports to other users on shared nodes.	Goal 2: Research cyberinfrastructure
3	Statistics: Work with CDSS leadership to develop a plan to move research equipment out of Evans Hall.	Our department members will move into the Gateway building when it is inhabitable, and Evans Hall will be torn down in about 5-10 years. Since Evans is currently home to a small data center hosting research computing equipment, we will need to move our servers which requires resolving location and funding questions.	Goal 4: IT foundation
4	Common: Long term planning	Examine how constituent IT units of CDSS can work together. What will we look like when our communities are united? What values do we want to uphold?	Goal 4: IT foundation
5	I School: IT policy compliance	Complete initial onboarding for IS-3 and IS-12.	Goal 4: IT foundation
6	I School: Instructional resilience	Continue refining hybrid capabilities in our non-GA classrooms. Improve audio experience by installing microphone arrays to capture audio throughout the room. Improve video experience by enabling camera tracking.	Goal 1: Essential tools and data for all students
7	DataHub: Improving DataHub instructional support by increasing uptime and stability.	Provide a better user experience for instructors using the DataHub by increasing uptime, having better and understandable metrics and monitoring, expanding our CI/CD to include testing course/hub images, and automating and optimizing staff workflows.  Using data gleaned from this process, determine equitable staffing levels comparable to similar services offered by this and other Universities.	Goal 1: Essential tools and data for all students
8	DataHub: Support research on the hub.	Pilot the teaching and performing of research on the DataHub, including the infrastructure to support and deploy a variety projects. This would be a limited pilot, and we would apply any lessons learned before expanding this program.	Goal 2: Research cyberinfrastructure

**Demography**

1	Migrate bare metal servers to campus colocation	Berkeley Demography and Population Sciences has maintained its own on-premise servers for over 20 years. To increase security, meet IT compliance, and improve compute performance there is a critical need to move these servers to Berkeley data center colocation	Goal 2: Research cyberinfrastructure
2	Migrate demog.berkeley.edu networking (firewall, internal and external DNS records) to campus IT	Berkeley Demography and Population Sciences has maintained its own on-premise servers for over 20 years. To increase security, meet IT compliance, and improve compute performance there is a critical need to move these servers to Berkeley data center colocation	Goal 2: Research cyberinfrastructure
3	Datahub instance for instruction (demog.datahub.berkeley.edu)	Berkeley Demography has run statistical software on on-premise servers for course instruction and workshops. To significantly improve the student and instructor experience, as well as to reduce local system administration overhead, collaborating with the campus DataHub and CDSS will help us focus on pedagogy and further innovation.	Goal 1: Essential tools and data for all students
4	Secure Research Data Center (SRDC) for sensitive and restricted-use data	Berkeley Demography relies on many sensitive and restricted-use data for research (raw U.S Census and other government data). This requires secure compute and storage environments that comply with regulation.	Goal 2: Research cyberinfrastructure

**Engineering IT**

1	Strengthen Instructional Computing Resilience	Strengthen the instructional computing resilience by reallocating hardware compute servers, and expanding the virtualization of instructional labs. We aim to optimize computational needs with increased instructional demands through strategic reallocation of hardware servers, and offer instructional software access to students from anywhere with the expansion of virtual labs.	Goal 1: Essential tools and data for all students
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2	Support Growth in Computation for Research	Develop ways to leverage common resources to enable researchers in the College of Engineering to effectively plan, procure, and access computational resources, including traditional High-Performance Clusters (HPC), GPU computing, and access to tools such as DataHub. This project will serve as a blueprint for overall campus goals in power planning, as well as the Data Center Evolution Initiative	Goal 2: Research cyberinfrastructure
3	Administrative Excellence	Realign ACG resources to provide departmental and administrative applications to the College of Engineering, ERSO, and beyond. 1. Build partnerships to expand web application portfolio to other Colleges and shared service regions. 2. Capitalize on opportunities -- create Academic Personnel Lecturer application; create campus integration with Coursera. 3. Use ITCS for admin staff device support. 4. Sunset legacy applications -- evaluate application portfolio and leverage campus systems.	Goal 4: IT foundation
4	Lived Name project	Synchronize name fields from CalNet to our EECS roster, LDAP, and Active Directory, to align with the campus Gender Recognition and Lived Name policy. Includes adding unicode support where needed.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
5	Network Simplification	Refresh building routers to align with campus standards. Re-architect EECS DNS service and EECS network monitoring.	Goal 4: IT foundation
6	Migrate EECS departmental website	Migrate EECS departmental website off Drupal 7 to Wordpress.	Goal 4: IT foundation
7	Instructional Lab Computers Upgrade	Lab computers in Cory Hall are more than 10 years old. Update, and refresh the Cory Hall lab computers to improve the teaching, and learning environment for the students.	Goal 1: Essential tools and data for all students
<b>Environmental Health &amp; Safety</b>			
1	EH&S IT staffing	Appropriately staff team to support project development, service requests, and maintenance requirements	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
2	Server Migration to IST	As part of our transition to a Cloud platform, we are also going to be retiring our physical servers. This will mean that we will be transitioning our non-Cloud servers to IST.	Goal 4: IT foundation
3	Finalize implementation of outstanding Recharge web application features	EH&S redesigned and rebuilt the existing web application for managing EH&S recharges (Services Recharge System). The primary focus is reduction of the administrative burden required to recover operational costs for safety services. The secondary focus is increasing transparency for end users about their billing for recharge. Complete implementation of features related to journal processing.	Goal 4: IT foundation
4	New BEP project	Rebuild new Building Emergency Plan (BEP)	Goal 4: IT foundation
5	Improve remote access to EH&S resources	Responding to hybrid workforce needs with hardware and systems that improve access to all EH&S employees	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
6	IS3 and IS-12 compliance	Continue work to bring EH&S systems, applications into compliance with IS3 and IS12 standards, and begin to evaluate processes for vulnerabilities.	Goal 4: IT foundation
7	Review and prioritizing EH&S technical project list	-Sunsetting older software that does not have in house technical support (e.g. Filemaker and Access databases) -Re-evaluate the way IT staff resources are distributed to projects	Goal 4: IT foundation
8	Integrate Core Applications with UCOP	EH&S will integrate core applications that support campus safety programs with Risk and Safety Solutions (UCOP). EH&S will continue to work closely with RSS in order to ensure that both groups are collaborating as effectively as possible. Both groups provide a variety of services to the same campus population. Sharing core data about research groups, campus locations, and departmental affiliations, helps us eliminate duplications in work effort and also maximize work efficiencies across the teams.	Goal 2: Research cyberinfrastructure

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Facilities Services IT			
1	FSOPS- Stabilize Facilities Services Network	Stabilize Facilities Services networking environment within 2000 Carleton by adding redundancy and resiliency	Goal 4: IT foundation
2	FSOPS-Reduce Facilities Services Carbon Footprint	Reduce and streamline the amount of resources Facilities Services uses to maintain Campus environment. (Servers, data, switches)	Goal 4: IT foundation
3	FSOPS-Continue to document succesful day to day work process resolutions to avoid doubled effort	Continue to develop documentation of existing processes for future reference	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
4	FSOPS- Reorganize storage space to streamline provisioning of equipment	Fsops has a lot of equipment and devices. Existing space will be reorganized to consolodate and organize inventory. Locations will be clearly labeled and documented.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
5	IS-3 and IS-12 Compliance	Address IS-3 self-assessment recommendations. Evaluate IS-12 compliance requirements	Goal 4: IT foundation
6	Maximo - Business Process Improvements	Evaluate system integrations to improve workflow processes. Example integrations: Docusign, HCM, LDAP	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
7	Maximo - Upgrade mobile application	Evaluate an alternative mobile solution to improve user experience.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
8	Mapping - Campus Archives Document Management	Complete migration to Perceptive Content	Goal 2: Research cyberinfrastructure
9	Mapping - Create a decision matrix to determine optimal platform for sharing maps.	Develop criteria for deciding where and how maps should be published: Portal, AGOL (admin or educational use), and accessibility compliance checklist for web maps.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
10	Mapping - Floor Plans	Import existing CAD floor plans to Esri Indoors.	Goal 2: Research cyberinfrastructure
Goldman School of Public Policy			
1	Standardize device registration process for P3 and P4 systems.	Standardize device registration process for P3 and P4 systems. Document and implement a process to update registrations upon changes and to review the registrations on an annual basis.	Goal 4: IT foundation
2	Standardize secure data storage options for appropriate professors, researchers, and students.	Document and implement secure data storage methods to ensure P4 data at rest uses industry-accepted encryption technologies. Coordinate with GSPP IT and ITCS to enable full disk encryption for all endpoints that access P4 data.	Goal 4: IT foundation
3	Document and implement a process for communicating each of the following services to research staff/GSRs: (a) Data Protection and Availability Levels, and (b) virtual research options offered at AEoD, SRDC, and BRC HPC.	Ensure the most recent Data Protection and Availability Levels are communicated to active research staff and GSRs; implement proper data protection/availability measures to appropriate devices	Goal 2: Research cyberinfrastructure
Haas IT			
1	Design and deploy the next version of our school's scallabled HPC offering	Our existing in house HPC offering is coming to end of life and unfortunately after a review by the Savio team of our functional needs it has been determined by Savio team that the Savio HPC offering is not flexible enough to accomodate our needs. As such we will look to design and deploy our next version of our HPC offering. Most likely built upon a VMWare virtualized environment.	Goal 2: Research cyberinfrastructure

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2	Design and deploy a solution to assist faculty in taking attendance in the classroom through instructional means	Attendance in our core courses has dropped from 80% to 60% and faculty are looking for non punitive ways to get students back in the classroom. One solution that we have proposed is to use inclass polling to capture gradable content and then using those same polls to determine who was in attendance during that session. The data will flow from the polling solution into bcourses and then into our Slate SIS solution where attendance reports for all students will be made available to students and faculty.	Goal 1: Essential tools and data for all students
3	Rollout solution to assist school with offering hotdesk booking to faculty and staff	Some departments at Haas are moving to a hot desk model. School is looking for an easy to use solution that will allow staff and faculty to book hotdesks.	Goal 4: IT foundation
4	Rollout solution to assist program offices in tracking student attendance at physical events.	The program offices need to track student attendance at physical events for both academic as well as planning purposes. They are looking to physically scan student badges to do so. We are planning on building a solution in our Slate SIS platform that will allow them to physically scan student CAL badges as they enter these spaces. The data will then rollup into various reports in Slate.	Goal 1: Essential tools and data for all students
5	Complete implementation of IS-3 and IS-11 initiatives.	We are wrapping up our IS-3 and IS-11 initiatives.	Goal 4: IT foundation
6	Rollout solution to assist the school with space planning efforts	Haas added 20 new faculty in the last 2 years and space is coming at a premium. To assist in managing our inventory of space as well as planning for future growth, the school is looking for a digital solution to assist them in these efforts.	Goal 4: IT foundation
7	Rollout new enhancements to our in-house suite of course planning tools to bring them into compliance with latest campus requirements	Campus is making changes to the requirements for how schools go about planning their course catalog. As such we need to extend our existing in house course planning solution to address those new requirements.	Goal 4: IT foundation
8	Rollout new Digital Signage platform	We are looking to rollout a new Digital Signage platform to make it easier for our program offices and centers to share digital content with visitors to the campus	Goal 4: IT foundation
9	Revisit our current event planning and participant tool offerings to see if there are opportunities for improving those services	With the return to campus there has been a significant uptick in campus events at Haas. As such there is a renewed demand for better event planning and attendee participation tools. We are reviewing our current offering to see what new tools may be available to address those needs.	Goal 4: IT foundation
<b>Letters &amp; Sciences IT</b>			
1	IS3 Compliance and recommendation implementation	Work through recommendations from IS-3 review for LSCore Provide consultative assistance to LS units outside of the LSCore org regarding IS3	Goal 4: IT foundation
2	Website security and accessibility posture improvement (ongoing)	Continue to work with units within the larger College of Letters and Science in providing consultation and advise on how they can work towards making positive improvements in their security risk posture as well as ensuring compliance with website accessibility by meeting or exceeding accessibility standards	Goal 1: Essential tools and data for all students
3	SocReg Clean-up	Effort to standardize the naming convention, ensure appropriate security contact information, ensure proper network segmentation and documentation. This will help IT service providers can provide service delivery accurately and efficiently, security concerns are addressed timely and with the appropriate security contacts being informed. There are areas where LSIT can take full action and others where we have to partner with units in and out of LS to help make this happen.	Goal 1: Essential tools and data for all students
4	MS 2012 Servers Abatement	Abate 2012 servers and services tied to those servers OR transfer data and services to supported MS servers or parallel campus service offerings	Goal 4: IT foundation
5	Active Directory Clean-up and Migration (ongoing)	Active Directory clean up and migration from LSIT managed OUs to ITCS managed OUs for College at large.	Goal 4: IT foundation



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6	Academic learning lab standardization and policy adherence consultations	Exploratory review of security risks in academic learning spaces within the college at large as units reach out for consultation (IS3/IS12 related)	Goal 4: IT foundation
<b>Library IT</b>			
1	Manage and provide student printing in the Library and for Law Campus	With bIT/SAIT and RTL not offering Pharos printing support and SAIT moving to vendor solution, WEPA, the Library has to take on Pharos printing, as there is not enough time to move to WEPA. The Law Campus is in the same boat as Library. Library will take on Pharos server management and continue to provide printing solutions through Pharos in the Library and Law Campus	Goal 1: Essential tools and data for all students
2	Update Library Student Technology Services	Ensure continuity of technology services (computers, printers, scanners, microfilm machines, etc.) in all library locations and improve the user experience based on available services as space changes are implemented.	Goal 1: Essential tools and data for all students
3	Upgrade staff hybrid meeting space in East Asian Library	With the increase in staff who work from home, the need for hybrid meeting spaces continues to grow. This project will invest in upgrading the technology to support hybrid meetings in our EAL meeting space which is also used as a classroom by East Asian Program faculty	Goal 4: IT foundation
4	Enhance and add services for research data support	The need for tools and research data management support continues to increase from faculty, researchers, graduate and undergraduate student. Explore and implement new tools and services the Library can provide in this area including dataset acquisition.	Goal 2: Research cyberinfrastructure
5	Explore Library and Educational technology partnerships	With the implementation of SILS (Systemwide ILS), the Library now has the potential to explore new partnerships with RTL that would help us analyze our resources and tools better and use that information to enhance the services we provide to our users.	Goal 2: Research cyberinfrastructure
6	Implement IS3 recommendations	Per campus review, pick 2-4 recommendations and implement for improved IS3 compliance	Goal 4: IT foundation
<b>Office of Ethics, Risk, &amp; Compliance Services</b>			
1	P4 storage solution with collaboration capabilities (in addition to CalShare)	Some divisions in our Unit work with sensitive data, that can rise to the P4 level. Though we can use CalShare and Perceptive Content for storing sensitive data, our constituents prefer to use more collaborative tools such as Box or Google Drive.	Goal 4: IT foundation
2	Enhancements to the current Everbridge "Warn Me" emergency notification communications platform and program to provide for a more comprehensive (across all campus departments) and timely notification in emergency situations	Increase the "opt in" capabilities and review mandatory acceptance of Warn Me Notifications. Enhance current Everbridge Warn Me notification platform.	Goal 4: IT foundation
3	Improvements to the Staff Ombuds Office case management tool	Provide assistance to the Staff Ombuds Office regarding enhancements to existing FileMaker Pro software or with the selection of a new software application for securely collecting, storing and analyzing sensitive case information.	Goal 4: IT foundation
<b>Optometry IT</b>			
1	Emeryville Optometry Clinic	We are building out a major extension to our Optometry clinic. This project consists of bringing all IT services on-line and integrating them into existing Campus services.	Goal 4: IT foundation
2	Epic Migration	Work in partnership with UCSF to transition our Electronic Health Record system to Epic. Epic will be hosted at UCSF but requires a large lift to migrate our operations onto the new system.	Goal 4: IT foundation
3	Practice Management System Replacement	Implementing a new separate practice management system for optical. Epic does not include this piece and is required to manage our Eyewear Center.	Goal 4: IT foundation



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4	Minor Addition and Minor Hall Switch Replacement	Replacement of switch stacks for both Minor Hall and Minor Addition. This not a cut over, rather a move that needs to happen while leaving existing equipment in place.	Goal 4: IT foundation
5	Governance Model	Defining our internal governance model and the decision structures.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
6	Accessibility Initiative	Adjust public facing web content to align with WCAG standards. This includes on-line appointment scheduling.	Goal 4: IT foundation
7	IS-12 Compliance	Build-out a complete DR plan for our critical systems. This includes a top-level business continuity plan, a disaster recovery plan for each critical service and then a corresponding procedure to follow for restoring the service.	Goal 4: IT foundation
<b>People &amp; Culture</b>			
1	I-9 Non-Compliance System Access Shutoff	Finalize and formalize the process for Eugene to request systems access shut off and reinstatement related in non-compliance with I-9 regulations.	Goal 4: IT foundation
2	IS3 Work - P4 server	Bring P&C staff onto the HR P4 server	Goal 4: IT foundation
3	Leaves/Benefits and HIPAA	Conduct analysis and secure P&C Benefits and Leaves team to P4/HIPAA standards as applicable	Goal 4: IT foundation
4	IS3 Work - Desktops	Upgrade/Install applications to secure P&C desktop and other end points	Goal 4: IT foundation
5	Update Achieve Together tool	Update/reconfigure the Achieve Together tool to be an annual form with the three conversations on a single form.	3. Create a diverse and inclusive community of IT professionals who are trusted and strategic partners with the campus; alumni; and the public
6	Offer Letter to Perceptive Content Automation	Automate workflow and configure the Offer letter into Perceptive Content	Goal 4: IT foundation
7	Robotic IDs/Service Account Access	Develop a strategy and implement access for service accounts to work in conjunction with RPA	Goal 4: IT foundation
8	RPA (Robotic Process Automation)	Conduct RFP for Enterprise RPA application. Create consortium of uses to expand RPA use across campus	Goal 4: IT foundation
<b>Public Affairs</b>			
1	Internal communications platform replacement	Replace the CALmessages mass email tool with a modern internal communications platform.	Goal 4: IT foundation
2	Brand refresh implementation	Implement changes to the Berkeley brand as a result of the Berkeley/Cal Identity work. This refresh is anticipated to require logo, color, typography and graphic element updates across several digital platforms including campus websites.	Goal 4: IT foundation
3	Open Berkeley look and feel exploration	Refresh the look of the Open Berkeley platform to ensure it continues to meet the needs of the campus community and moves the campus closer to having a unified website solution.	Goal 4: IT foundation
4	DNS policy updates	Update the DNS policy to ensure proper stewardship of the berkeley.edu domain.	Goal 4: IT foundation
5	Berkeley News migration	Migrate the Berkeley News website to the iPR newsroom platform.	Goal 4: IT foundation
6	Photo gallery migration	Migrate the campus photo gallery to PhotoShelter	Goal 4: IT foundation
7	Berkeley.edu improvements	Improve the user experience of the berkeley.edu website with an eye toward moving the site to the Open Berkeley platform.	Goal 4: IT foundation
8	Berkeley Events enhancements	Enhance the user experience for the Berkeley Events calendar, which migrated to a new platform (LiveWhale) in FY 23 but with minimal design changes. This is a campuswide resources provided to all units free of charge with over 200 units currently hosting their calendars in the platform.	Goal 4: IT foundation

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Research & Compliance			
1	RAC data initiative	Continue work on RAC's data platform. Upgrade data quality tooling. Select and implement new tools to implement and distribute data reports and visualizations. Migrate some content from Tableau. Build new visualizations to support operations and management of RAC.	Goal 4: IT foundation
2	Award Action Request 2.0	Upgrade the Award Action Request function in Phoebe. The new version will provide special processing for no cost extension requests and carry-over/forward requests.	Goal 4: IT foundation
3	modernize website infrastructure	Migrate websites from Windows+IIS to Astro/GitHub/Netlify.	
4	reduce RAC IT burden	Find and address routine tasks in RAC IT that can be eliminated or automated.	
Research, Teaching, & Learning			
1	Improve Services for Researchers Working with Data	Establish a common framework and methodology to understand storage characteristics and assess risk to research data, which allows both campus and investigators to place a value on that data, and for "one conversation held multiple times" (rather than a series of disparate conversations). Ultimately this will enable us to develop a campus storage strategy.	Goal 2: Research cyberinfrastructure
2	Next Generation Classroom Technology	Enrich the student experience and enhance future classroom instruction with improved AV functionality, enhanced instructor usability, and flexibility for lecture-based and active learning environments that are responsive and support collaboration and interdisciplinary work.	Goal 4: IT foundation
3	Enhanced Instructional Technology Support	Assess and improve existing strategies of faculty support by engaging more with the instructional community to ensure that instructors have a positive experience acquiring support for RTL's services.	Goal 4: IT foundation
4	Learning Analytics Service	Assess the need and impact of learning analytics at Berkeley and outline processes and resources needed to establish a formal Learning Analytics service within RTL.	Goal 1: Essential tools and data for all students
School of Journalism			
1	Turnkey virtual classroom	Find/develop turnkey solution for hosting remote/guest lecturers.	Goal 1: Essential tools and data for all students
2	CRM/SIS platform for small schools & colleges	Find/develop CRM/SIS suitable for small schools/colleges.	Goal 4: IT foundation
3	Knowledge management platform	Find/develop knowledge management platform which makes it easy to create, collaborate and retrieve information.	Goal 4: IT foundation
Social Welfare			
1	Hybrid departmentally controlled rooms (incl. ethernet ports & zoom rooms)	Upgrade departmentally controlled rooms to increase and enhance remote access and reduce user inefficiencies.	Goal 1: Essential tools and data for all students
2	IS-3 & IS-12 & MSSEI	Support required policies.	Goal 4: IT foundation
3	Google Drive File Storage Guidance	Develop structure and migration guidance to better organize departmental use of Google Drive and facilitate knowledge transfer.	Goal 4: IT foundation
4	Zoom Events	Explore Zoom Events as a new conferencing platform	Goal 4: IT foundation
Summer Sessions, Study Abroad, Lifelong Learning, Extension			
1	Optimizing Destiny/Canvas LMS Integration and SSO	Improve the student experience and eliminate error prone integration by developing a single-sign-on method with more immediate access between Destiny and Canvas	Goal 4: IT foundation
2	Consolidate SSALLEX Service Management in ZenDesk for best-in-class experience	Consolidate service management solutions within ZenDesk. Sunset shared inboxes and onboard departments and administrative teams.	Goal 4: IT foundation

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3	Automate the current manual supplier onboarding process and refund voucher creation for University Extension Students. First phase covers issuing checks only (May 2023). Next phase to include EFT.	Improve the student experience and reduce administrative overhead by automating laborious processes and enable electronic payments	Goal 4: IT foundation
4	Consolidated Risk Mgmt and Compliance Initiatives: Implement IS-3, IS-12, GRLN, PIPL and GDPR across unit systems	1. Complete IS3 and IS12 SSALLEX Unit onboarding 2. Develop ongoing program of review 3. Refine metrics and reporting 4. Ongoing process and engagement.  Complete modifications to systems and tools to support UC GRLN Policy on the collection and display fo Secual Orientation, Gender Identity, and Lived Name  Comply with PIPL and GDPR policies across data collection points and movements including profile creation, lead forms, contracts, etc.. Document data types, usage, provide notification and gather consent	Goal 4: IT foundation
5	SSALLEX IT Project Portfolio and Resource Management	Develop a framework to assess and align IT Project portfolio and IT resources through discipline and tools that includes stakeholders as a key source of project ideas, prioritization, and success factors.	Goal 4: IT foundation
<b>University Development and Alumni Relations</b>			
1	Data Strategies & Technologies	Identify & implement data strategies & technologies that improve the constituent experience and our work.	Goal 4: IT foundation
2	Healthy & Diverse Donor Pipeline	Accelerate the development of a healthy & diverse donor pipeline	Goal 4: IT foundation
3	Retain, Attract, and Grow	Retail, attract, & grow mission-driven, diverse, & high-performing team members	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
4	DEIBJ Strategic Plan	Infuse DEIBJ into every aspect of our work by acting on our DEIBJ Strategic Plan	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
5	Decision-making	Improve decision-making & align resources with priorities	Goal 4: IT foundation
6	IS-3 Implementation Project for UDAR	1. Adhere to initial roll out of IS-3 for UDAR 2. Participate in ongoing program of review 3. Align to metrics and reporting 4. Ongoing AIS/UDAR engagement.	Goal 4: IT foundation
7	IS-12 Implementation Project for UDAR	1. Adhere to initial roll out of IS-12 for UDAR 2. Participate in ongoing program of review 3. Align to metrics and reporting 4. Ongoing AIS/UDAR engagement.	Goal 4: IT foundation
8	Lifecycle Management - Infrastructure	Manage UDAR's existing technology portfolio to ensure operational needs are met and investment rationalization is ongoing.	Goal 4: IT foundation
<b>University Health Services IT</b>			
1	EPIC - Work with UC Davis Health as our Epic Hosting Partner to implement Epic at UHS by the Summer on 2024	Improve operational efficiencies, maintain compliance, decrease the costs of patient care, and securely share patient charts with other providers by moving to Epic electronic medical record system (EMR) instances at UC Davis Health Center and UCSF.	Goal 1: Essential tools and data for all students
2	PnC WEBAPPS and SaaS HOSTING - Deploy PnC "Web App" infrastructure and applications	Continue to evaluate PnC Web Applications functionality and infrastructure. Transition from PnC legacy apps to WebApps. Also transition from our current on-prem hosted PnC to PnC's SaaS with PnC hosted by PnC in the Cloud.	Goal 4: IT foundation

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3	STUDENT HEALTH INSURANCE (SHIP) support (possible transition to UC SHIP)	Final decision is still pending - Either transition from our current Berkeley SHIP (Wellfleet) to UC SHIP (Anthem) or stay with Wellfleet but fix/change many of the backed business processes and support systems.	Goal 1: Essential tools and data for all students
4	CLINICAL ANCILLARIES - Support Ancillary department systems with upgrades and new functionality - Lab, Radiology, Pharmacy	Continue the implementation and new functionality for radiology (MRI Interface); Support new Lab manager and Lab team; help implement new Lab interfaces and changes in workflow; Fully implement SureScripts and Electronic Prescribing of Controlled Substances (EPCS)	Goal 4: IT foundation
5	STUDENT MENTAL HEALTH SUPPORT (Mental Health Portal; Campus Mobile Crisis Response (CMCR) Team, Stepped Care model)	Support new Student Mental Health programs based on the Stepped Care model. launch a new Mental Health Portal; launch the Campus Mobile Crisis Response (CMCR) Team; support additional workflow changes as it related to stepped care.	Goal 1: Essential tools and data for all students
6	REVENUE GENERATION - Support potential opportunities for revenue generation through expansion of commercial insurance billing	Implement new practices and systems for the organization for 3rd Party/commercial insurance billing for patients and clients who are not on SHIP; help identify and support opportunities to expand our service reach to more of the campus population.	Goal 4: IT foundation
7	STAFFING AND ORG DEVELOPMENT - Focus on the UHS-IT 'Team", culture professional development, and DEIBJ initiatives	Focus on building/growing an agile and resilient UHS-IT TEAM; Retrain Team in preparation for Epic; complete position reclassifications and promotions; succession planning for staff members planning retirements. Continue to implement Agile project management processes and practices; create a culture of growth and development for UHS-IT.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
8	SECURITY (and Privacy) COMPLIANCE - Conduct annual HIPAA Risk Assessment with report to Campus leadership	Perform a comprehensive HIPAA approved Risk Analysis of the extended UHS system and prepare a risk assessment report for Campus Leadership; support AAAHC accreditation and audit.	Goal 2: Research cyberinfrastructure
9	IT TRAINING PROGRAM - expand our Training program to include additional training opportunities; build up of a Super User Workgroup; prepare for retraining the entire UHS workflows in preparation for Epic	Expand out existing IT Training program in preparation for the Epic Project. Epic Project will require comprehensive training for every member of the UHS Workforce. Identify a Team of "Super Users" to help lead the implement of Epic across UHS.	Goal 4: IT foundation
10	GOVERNANCE and STRATEGIC INNOVATION - IT Governance that supports UHS Strategic Goals and Innovation	Continue to leverage CORE Team to guide UHS-IT priorities (and the EPIC Project) identify innovation initiatives that align with UHS strategic priorities.; reevaluate how IT uses our various governance and leadership Teams to set strategic priorities and align efforts with UHS and OneIT Strategic Planning.	Goal 4: IT foundation

**Vice Chancellor Research Office**

1	Infrastructure simplification and transparency	Transfer technical infrastructure used to manage faculty profile data from AWS to Drupal to simplify the technology and make management of the data accessible to non-programmers.	Goal 4: IT foundation
2	Donor data to CADS	Operationalize the way donor data is extracted from units for adding to CADS.	Goal 4: IT foundation
3	Implementation of IS-3 & IS-12 Recommendations	Complete recommendations made by ISO from IS-3 & IS-12 unit assessment; supporting higher risk units to implement their recommendations	Goal 4: IT foundation
4	Website migrations to Open Berkeley	Continue to transfer of 30+ sites to Open Berkeley	Goal 4: IT foundation